



FEB 27 2013

Dear Aquaculture Team,

After four years as NOAA Administrator, I believe more than ever that NOAA plays a central role in connecting people with the natural environment. NOAA provides science, services, and stewardship that contribute to sustainable economic growth—through restoring the health of commercial and recreational fisheries, improving the resilience of America's coastal communities, and safeguarding people and physical infrastructure from hazardous weather events. NOAA generates tremendous value for the nation and our role is all the more important given the profound economic, environmental and societal challenges we have been navigating.

I've been delighted with all we've been able to do together. The agency has tackled some big challenges, and through an emphasis on transparency, integrity, innovation, team work and communication, we have made significant progress on multiple fronts. As you know, NOAA's breadth is one of our greatest challenges, but it's also our greatest strength.

To make real and measurable progress, we have relied on dedicated and focused teams of NOAA personnel who pulled together to make a difference. Much of this progress required integration of efforts across line and staff offices and with a wide variety of partners and stakeholders. Our One-NOAA approach has proven its power time and again.

It is not enough that I know about and appreciate your work. I want to take a moment to tell you directly how grateful I am for your contributions to the effort. So please consider this note a big "Thank you!" for what you have done and are continuing to do.

In particular, I want to recognize your team's leadership and achievements in helping us integrate aquaculture into NOAA and the Fisheries Service's activities and its resource management strategy.

Most recently in 2011, with your leadership, NOAA and the Department of Commerce finalized national marine aquaculture policies that establish a framework to allow sustainable domestic aquaculture to contribute to the U.S. seafood supply, support coastal communities and important commercial and recreational fisheries, and help to restore species and habitat. Outcomes of those policies include a National Shellfish Initiative, alternate feeds, a Technology Transfer Initiative, and on-going efforts to streamline and coordinate federal aquaculture permitting. Together, these policies established a framework to enable sustainable U.S. aquaculture. They also further integrate aquaculture into NOAA's resource management strategy. These policies represent a balanced approach to aquaculture that will create opportunities to expand marine aquaculture while maintaining healthy oceans.



I offer my sincere congratulations and thank you to all our NOAA personnel involved in this important endeavor. Please pass this letter along to all the team members who contributed to this monumental success.

I am well aware of how much work lies ahead. But because I have experienced your impressive drive and your deep-felt dedication, I am confident that you will continue to tackle problems and devise creative solutions. Most of all, I appreciate the opportunity to work with you. I will miss you, but know you will continue devoting your energy and talents to fulfilling our mission.

I am deeply grateful for your passion, your commitment, your excellence, and your sacrifices. It is an honor to work with each of you. For now, as Administrator, I say a simple but heartfelt 'Thank You!'

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jane Lubchenco', with a large, stylized initial 'J'.

Jane Lubchenco, Ph.D.
Under Secretary of Commerce
for Oceans and Atmosphere